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disregarded in compensating labor. Disregarding the differences would mean fail to respect the socialist principle of work payments and would stifle any enthusiasm on the part of the collectivists to do better work and improve their skill.

The diversity in the kinds of agricultural work makes it necessary to find a unit of measure which can express in a simple form the whole scale of the difference. In other words, a unit must be set up which can express both the quantity and the quality of the work done. The USSR, to solve this problem, has set up for the kolkhozes a conventional unit of measure called the workday.

The workday is the unit measure by which the work done by each member of the collective is calculated and evaluated and on the basis of which his pay is determined. The workday is different from the working day in that it does not represent a certain time measured in hours but a certain quantity and quality of labor, calculated according to norms set up by the management council of the collective farm and approved by the general meeting of the collective on the basis of recommendations made by the Ministry of Agriculture.

By work norm is meant the quantity of work to be done by a man or a group of men working conscientiously and under normal working conditions (that is, the men and animals do not become more than normally fatigued, and the machinery and equipment are not operated at above normal speed).

If a collectivist has done harder or more skilled work, or if he has worked much more or more painstakingly, he will be credited with more workdays than a collectivist who has worked less or has done lighter work or unskilled work.

A collectivist may complete several workdays in one day and he may also complete less than a workday if he works little and poorly. In this way, the part of the farm's income which is marked for compensation of the members is apportioned according to the number of workdays completed by each person, that is, according to the quantity and quality of his work.

However, to fix the norms corresponding to each category of labor, it is necessary to fix a standard of labor which will serve as a means of comparison.

It is very important to set up a suitable work standard, for not every kind of work can be used as a basis of comparison for all the other categories of work. The best criterion for evaluating the different kinds of work is provided by unspecialized work, that is, work for which no special qualifications are required, work which is of a general nature and which requires an average amount of exertion.

The workday is the fulfillment of the daily norm, with the type of work taken as the unit of measure. For example, if soil pulverizing is taken as the basis, and soil pulverizing of 4.50 hectares is fixed as the daily norm, the fulfillment of this norm means the completion of one workday. Soil pulverizing as the basic work serves as a suitable criterion of comparison for more complicated and less complicated kinds of work for the purpose of fixing the norms needed for the calculation of a workday.

The proper setting of the work norm is of great importance, then, in the favorable development of the activity of the collective farms.

In Rumania, the Ministry of Agriculture has set up five categories of labor, using as a base the kinds of work. For example, Category II includes driving horses in harrowing, driving horses in soil pulverizing, and the artificial pollination of lucerne. The following summarized table shows how the workday is determined in each of the various work categories:

- 2 -

RESTRICTED

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STAT

Fulfillment of the Norm for the Various Work Categories

Category I is equivalent to 0.75 workday
 Category II is equivalent to 1.00 workday
 Category III is equivalent to 1.25 workdays
 Category IV is equivalent to 1.50 workdays
 Category V is equivalent to 1.75 workdays

The fulfillment of the daily norm for each kind of work in Category II is equal to one workday. The other categories are multiples or fractions of the workday taken as the unit of measure.

To make the established norms a real stimulant for increasing the productivity of labor and to combine the collective interests of the members of the collective farms in the most harmonious manner with their individual interests, it is absolutely necessary to appraise the various kinds of work as exactly as possible. The appraisal is the setting of the number of workdays reckoned as constituting the fulfillment of a norm in a certain kind of work.

In this matter, shortcomings are still encountered at some of our collective farms.

The decision of the Central Committee of the Rumanian Workers' Party (PMR) concerning the formation of the collectives and of the agricultural associations criticizes the procedure of some of the collective farms in making work payments "without applying the system of payment according to the work in accordance with the established norms and without noting how much and how well each member has worked." Such an example is provided by the Steaua Rosie (Red Star) collective farm at Sannicolaul Mare, Timisoara Region, where each collectivist was paid for the number of days he worked, regardless of the quantity or quality of his work. This meant that the industrious and the lazy received the same pay.

If the best solution of this problem of applying the norms is to be achieved, it must be a permanent concern of the management council, the brigade leaders, and each member of the collective. The problem of correct application of the socialist principle of work payments, since this is one of the basic rules for strengthening the economic organization of the collective farms, must have the constant attention of the primary organization at the collective farms and of the rayon party organizations. Strict regard for the fixed norms leads to increased participation by the farm members in the work and stimulates them to do higher quality work and to increase their productivity.

The primary organizations have a decisive role in combating every deviation from the socialist principle of work payments and in directing and mobilizing the management council of the collectivists toward compliance with the fixed norms. The strengthening of the individual farm member's sense of responsibility depends mainly on whether the primary organizations know how to activate them in this direction. Their work also largely determines whether the work of the farm members is correctly appraised and, therefore, whether the farm is strengthened economically and whether the incomes of the individual members are increased.

Setting up and observing the norms does not, however, completely solve the problem of compensating labor. This operation also includes computation of the quantity of production and of the sum of money which is to be paid for the workday. The matter cannot be settled until the entire quantity of production and the amount of money to be paid to the members are known, as well as the total number of workdays completed by all the members of the collective farm during the whole year.

- 3 -

RESTRICTED

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STAT

To show better how payment in kind is carried out, we shall cite an example. A collective farm member, together with his family, has accomplished the following work in one year: he has (a) plowed 36 hectares in 60 days, completing a total of 80 daily norms; (b) raked 120 hectares in 40 days, completing 40 daily norms; (c) cultivated 120 hectares in 24 days, completing 48 daily norms; (d) weeded 4.80 hectares in 34 days, completing only 16 daily norms; (e) sprayed 640 trees in 8 days, completing 16 daily norms; (f) hoed 8.64 hectares of a vineyard in 60 days, completing 72 daily norms; and (g) loaded and unloaded 240,000 kilograms of hay into a horse-drawn cart and transported it the distance of one kilometer in 60 days, completing 60 daily norms.

According to the present system of appraisal at Rumanian collective farms, the workdays must be calculated as follows:

| Type of Work | Daily Norm | Category of Work | Workdays Earned | Norms Completed | Total No of Workdays Completed |
|-----------------------|-----------------------------------|------------------|-----------------|-----------------|--------------------------------|
| Plowing | 0.45 hectare | IV | 1.50 | 80 | 120 |
| Raking | 3.0 hectares | III | 1.25 | 40 | 50 |
| Cultivation | 2.5 hectares | III | 1.25 | 48 | 60 |
| Weeding | 0.30 hectare | III | 1.25 | 16 | 20 |
| Spraying | 40 units | V | 1.75 | 16 | 28 |
| Hoing | 0.12 hectare | III | 1.25 | 72 | 90 |
| Transportation of hay | 4,000 kilograms for one kilometer | III | 1.25 | 60 | 75 |

As is evident from the above table, the collectivists, together with his family, has completed 443 workdays in 276 calendar days.

After the harvest, the collective farm must, in accordance with its statute, do the following:

1. Meet its obligations to the state and the MTS.
2. Reserve seed and forage for cattle and lay by reserves in case of drought, hail, etc.
3. Retain up to 2 percent of the crop for the aged and invalids, for nurseries, etc.
4. The general meeting may decide, in accordance with the statute, to sell part of the production to the state through cooperatives or on the free market to acquire the amounts of money needed for the development of the farm and an increase in the members' incomes.

The marketing of the products of the collective farm through cooperatives is of great importance for the development of trade between town and country. The distribution of the products through cooperatives leads to continuous improvement in the supplying of the cooperatives and thus makes more and more industrial products available to the collective farms and the working peasants. Selling the products, through cooperatives helps to supply the workers in the

- 4 -

RESTRICTED

RESTRICTED

STAT

city, allows the industrial workers to produce more and produce better, and makes it impossible for rich peasants and speculators to monopolize these goods. After the portions mentioned above have been set aside, the remainder of the production is divided among the collectivists in proportion to the number of workdays they have to their credit.

The cash income of the farm is divided as follows:

1. The taxes are paid to the state, the insurance payments are made, and debts are repaid.
2. The various production expenses are met.
3. The management expenses are met.
4. A sum decided on by the general meeting in accordance with the statute is allocated to the communal fund to increase the means of production, which constitutes the principal way of raising the members' standard of living and assuring their future prosperity. With this sum, the collective farm purchases machinery, cattle, farm supplies, and construction equipment, and it sets up cattle and poultry farms and introduces new crops (including industrial crops) needed for the development of the farm and its branches and for shifting from extensive to intensive farming, so as to be able to make the fullest use of the work of its members.
5. A sum is allocated for cultural funds and for training purposes.

The rest of the income is divided among the members in proportion to the number of workdays completed by each individual.

The increase in the communal fund of the collective farm is of great importance for the development of the farm, an increase in its sources of income, and for a rise in the members' standard of living.

The decision of the Central Committee of the PMR on the formation of the collective farms and the agricultural association shows that "In the development of the collective farms and in the creation and expansion of the cattle, hog, poultry, and other farms lies the source of the permanent improvement in the welfare of the members of the collective farms, and therefore all efforts must be directed to increasing the income of the collective farms through productive work and investments."

The increase in the production funds of a collective farm is a very important prerequisite for the growth of its income from year to year. Clearly, if the collective farm increases the number of cattle, pieces of equipment, necessary buildings, etc., every year, it will have a constantly growing income, and this will lead to an increase in the communal property, strengthening of the collective farm, the greater well-being of the members, and a strengthening of our national economy. At the same time, it will be easier to convince the working peasants that the collective farms, which bring prosperity and well-being, offer the only road for escape from poverty and exploitation. Therefore, one important task confronting the collectives is that of developing themselves multilaterally by creating new branches of production, by increasing their truck gardening, and by planting more industrial and medicinal crops.

The Aron Gabor collective farm in Stalin Region has added considerably to its cash income by growing more industrial plants and medicinal plants. To develop the farm, the general meeting decided to set aside part of the income and add it to the farm's fund and to divide up the rest among the members in accordance with the statute. As a result, the farm's funds have tripled, while the members have received over 200 lei and 5 kilograms of cereals for each workday.

- 5 -

RESTRICTED

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Let us assume that the income in products and cash left for division is as follows: 10,000 kilograms of wheat, 30,000 kilograms of corn, 10,000 kilograms of barley, 3,000 kilograms of vegetables, and one million lei.

Let us assume that the number of workdays for the whole farm is 10,000. To determine the quantity of products and cash for one workday, the quantity of products and cash is divided by the number of workdays for the whole farm. In our example, the quota of products and cash would be as follows:

| | |
|--|--|
| $\frac{40,000 \text{ kilograms wheat}}{10,000 \text{ workdays}}$ | = 4 kilograms wheat for one workday |
| $\frac{30,000 \text{ kilograms corn}}{10,000 \text{ workdays}}$ | = 3 kilograms corn for one workday |
| $\frac{10,000 \text{ kilograms barley}}{10,000 \text{ workdays}}$ | = 1 kilogram barley for one workday |
| $\frac{3,000 \text{ kilograms vegetables}}{10,000 \text{ workdays}}$ | = 0.30 kilogram vegetables for one workday |
| $\frac{\text{one million lei}}{10,000 \text{ workdays}}$ | = 100 lei for one workday |

The part of the collective farm's products which goes to each member is determined by multiplying the quantity of products due for each workday by the number of days worked by each member. In our case, the member, together with his family, receives for 443 workdays 1,772 kilograms of wheat, 1,329 kilograms of corn, 443 kilograms of barley, 132.9 kilograms of vegetables, and 44,300 lei.

Thus, the quantity of products received by each member for a workday depends on the activity of all the members of the collective farm. The better all the members of the collective farm work, the greater the quantity of products they receive, and the greater the quantity of products there is for each workday. It follows that one of the principal prerequisites for an increase in the income of the members is that the work be permeated with a sense of responsibility and that it be directed toward achieving the highest possible productivity.

The income of each member, therefore, depends on the following two factors: the total amount of products allotted per workday and the number of workdays he has accumulated. Therefore, it is in the interest of each member not only to complete as many workdays as possible but also to see that the farm has a large and high-quality production. In other words, he is interested not only in how much work has been done but also in how well it has been done.

When the income is divided in the Soviet kolkhozes, not only the number of workdays is taken into consideration but also the fulfillment or nonfulfillment of the plan, both quantitatively and qualitatively, by brigades and in proportion to the amount of equipment. The calculation is made as follows: the percentage of average fulfillment of the plan for the farm is ascertained, and then the percentage the plan is exceeded or underfulfilled by each brigade is determined. A number of workdays are then added to or taken away from the brigade in proportion to the amount the plan is exceeded or underfulfilled. This manner of remuneration is of great benefit to the members, for it gives them an incentive to do the work in a responsible manner.

Following the example of the Soviet kolkhozes, Article 24 of the Model Statute of the Collective Farms provides that the work at the collective farms in Rumania shall be organized by brigades and by branches of production. In the

- 4 -

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organization of the brigades, care must be taken, first of all, to see that they are grouped according to the developmental needs and prospects of the farm so that all the conditions will be provided for the best possible work by the brigades. When the collective farms were first organized, this criterion was badly neglected, so that brigades were formed which could not do their work properly, either because they had too few members or because no attention was paid to the amount of skill of the workers when the work was apportioned, or for other reasons.

If the work of a brigade is to be fruitful, one of the basic conditions is that the brigade have a permanent character. The creation of permanent brigades strengthens the ties between the members in each brigade and brings discipline and a sense of responsibility into the work. Permanent brigades provide the conditions for the development of a sense of personal responsibility toward the collective farm as a whole, since the work of each individual influences the results of the work of all, and the individual performances affect the results obtained by the brigade as a whole. Work teams are set up within the framework of the brigades. The main element which helps to strengthen the organizational form of the brigades and teams and the work discipline is socialist competition.

In connection with this, the decision of the Central Committee of the PCF, and of the Council of Ministers of March 1951 emphasizes the necessity of organizing and developing socialist competition among the members of the team on as extensive a scale as possible.

The two brigades at the Gheorghin-Dej collective farm at Ville Dejului, Cluj Region, have been divided into teams of 8-12 members each, and each team has been made responsible for its section of land from planting time to harvest time. Correct grouping of the men in brigades and teams has made it possible to organize socialist competition, which has resulted in fulfilling and even exceeding the plan, both quantitatively and qualitatively.

To make the work in brigades and teams as rewarding as possible, in addition to applying the norms properly, it is also necessary to keep faithful records of the workdays completed. The brigade leader must keep a record of each member so that the number of workdays to be credited to him can be calculated correctly. At least once a week, the brigade leader must enter into each member's workbook the number of workdays he has completed. The compensation of the members managing the collective farms is computed by taking into account the size of the particular farm and crediting them with the number of days per month fixed by a decree of the Ministry of Agriculture.

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- 7 -

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